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ABSTRACT

The purpose of this study was to ascertain whether or not there is a distinctive set of personality traits, interpersonal values, and leadership attitudes for mid-level managers. The study analyzed three occupational categories: banking, food marketing, and retailing. One hundred eighty-five individuals (sixty from banking, sixty from food marketing, and sixty-five from retailing) were randomly selected from ten firms (three banking, three food marketing, and four retailing). Three instruments, the Leadership Opinion Questionnaire, a Survey of Interpersonal Values, and the Gordon Personal Profile, were administered via delivered packages, and 81.1% of the returns provided usable responses. The Statistical Package for the Social Sciences was used to analyze the data. It was found that (1) on the Gordon Personal Profile there were no statistically significant differences among scores of mid-level managers from the three fields; (2) on the Survey of Interpersonal Values there were significant differences in the three industry representatives in interpersonal values of support, conformity, and recognition; and (3) on the Leadership Opinion Questionnaire there were statistically significant differences among managers' scores on both measures, consideration and structure, of leadership attitude. It may therefore be concluded that a relationship does exist among leadership attitude, interpersonal values, and personality characteristics within the retailing, food marketing, and banking industries. (Author/CSS)

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FINAL REPORT

PERSONALITY CHARACTERISTICS INTERPERSONAL VALUES AND LEADERSHIP ATTITUDES OF MID-LEVEL MANAGERS

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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Bruce S. Staff
September 1978

PERSONALITY CHARACTERISTICS INTERPERSONAL VALUES AND LEADERSHIP ATTITUDES OF MID-LEVEL MANAGERS

Bruce S. Staff

ABSTRACT

Purpose: The purpose of this study was to ascertain whether or not there is a distinctive set of personality traits, interpersonal values and leadership attitudes for mid-level managers. The study dealt with this question by analyzing three occupational categories. The three occupational categories used for the purpose of this study were banking, food marketing and retailing. Specifically, the study attempted to answer the following questions: (1) What are the personality traits, interpersonal values and leadership attitudes of mid-level managers in the banking, food marketing and retailing industries? (2) What is the relationship of personality traits and interpersonal values to the leadership attitudes of each of the three categories of mid-level managers? and (3) To what extent are there differences in personality

traits, interpersonal values and leadership attitudes among mid-level managers in the three occupational categories?

Method of Study: A total of 185 individuals were randomly selected from 10 firms. The three banking firms provided 60 individuals, the three food marketing firms provided 60 individuals and the four retailing firms provided 65 individuals.

A package of three instruments (Leadership Opinion Questionnaire, Survey of Interpersonal Values, and Gordon Personal Profile) and a cover letter were delivered by the researcher to each firm. Of the 185 packages delivered, 150 or 81.1 percent, usable responses were returned. Banking provided 53 usable responses; food marketing provided 50 usable responses; and retailing provided 47 usable responses.

Statistical hypotheses were developed to check for significant differences among the three industry groups. All hypotheses were tested at the .05 level of significance. The Statistical Package for the Social Sciences (SPSS) was used to analyze the data. Specifically, the SPSS Frequencies program, One-way Analysis of Variance program and the Pearson Product Correlation program were used.

Conclusions: To the extent that the data from the research procedures used in this study were valid and reliable, the following conclusions were drawn.

Based on the analysis of the mean scores of the three groups of managers on the Gordon Personal Profile it was found that there were no statistically significant differences among the scores of the mid-level managers. Therefore, it may be concluded that there is no difference among managers in the retail industry, the food marketing industry and the banking industry with regard to the personality characteristics of ascendancy, responsibility, emotional stability and sociability as measured by the Gordon Personal Profile.

The analysis of the mean scores of the three groups of managers on the Survey of Interpersonal Values revealed that three of the six measures of interpersonal values were significantly different. The three measures of interpersonal values which were significantly different were support, conformity and recognition. Therefore, it may be concluded that there is a difference among managers in the retail industry, the food marketing industry and the banking industry with regard to the interpersonal values of support, conformity and recognition, as measured by the Survey of Interpersonal Values.

Based on the analysis of the mean scores of the three groups of managers on the Leadership Opinion Questionnaire it was found that there were statistically significant differences among the scores of the managers on both measures of leadership attitude. Therefore, it

may be concluded that there is a difference among managers in the retail industry, the food marketing industry and the banking industry with regard to the leadership attitudes of consideration and structure as measured by the Leadership Opinion Questionnaire.

Based on the analysis of the relationships among the mean scores of the three groups of managers on the three instruments used in this study it was found that there were statistically significant correlations. Therefore, it may be concluded that a relationship, whether positive or negative, does exist between leadership attitude, interpersonal values and personality characteristics within the retailing, food marketing and banking industries.

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INTRODUCTORY STATEMENT

A considerable part of the support for vocational education has been gained by its promise to foster a more efficient distribution of talents and skills in the labor force and to help individuals find greater satisfaction in their work. These are major concerns in societies which, already highly industrialized, are still undergoing rapid technological and social change. Vocational education became oriented early in its growth toward problems of guidance and personnel selection.

In the very beginning of the vocational guidance movement, Frank Parsons had been explicit in his recommendation that problems of occupational choice be solved in a "careful, scientific way." Parsons suggested that vocational counseling is a process of helping the individual to study both himself and possible occupational opportunities, and to work out a compromise between the two regarding his abilities and interests. Even with this early scientific beginning, almost 70 years later individuals making career choices are still faced with many of the same problems -- too little information about themselves and about the careers with which they are faced.

In one of many studies relating to vocational guidance conducted by Donald Super he attempted to explain how vocational choice, and adjusting to an occupation is, essentially, describing two processes -- that of developing a picture of the kind of person one is, and that of trying to make that concept a reality." Therefore, "in choosing an occupation one is, in effect, choosing a means of implementing a self-concept." This implies that an individual needs to be able to "play a role" within the organization which is satisfying to him, otherwise, the organizational environment will lead to role conflict and dissatisfaction.

From these introductory comments two important points highlight the need for research. First, the difference between organizational role expectations (accepted social stereotypes) and individual role needs can lead to considerable conflict and stress. Second, not enough research has been done to determine if familiar social stereotypes (as a result of personality traits and values) can be used to differentiate members of one occupation from those of another.

If familiar social stereotypes is an effective way of differentiating members of one occupation from those of another then it would be to the individual's benefit to be aware of the type of behavior that is expected in a specific job setting before commiting oneself to a long-term career in that occupational area.

STATEMENT OF THE PROBLEM

The theories of Super on vocational behavior and vocational development suggest that:

1. Individuals differ in their abilities, interests and personalities, but workers in different occupations are distinguished by the possession of distinctive characteristic patterns. (Super does point out that there is an overlap among certain occupational groups.)
2. The relationship between individual characteristics and occupational characteristic patterns is one of belonging. (This implies that individuals need to ask the following question: What occupational group has abilities, interests and personality traits most resembling those of the specific individual?)
3. Work satisfactions depend upon the extent to which the individual can find adequate outlets in his job for his abilities, interests, values and personality traits.
4. The degree of satisfaction the individual attains from his work is related to the degree to which he has been able to implement his self-concept in his work.

These four statements certainly have strong implications for vocational education programs at all levels. Each statement is intimately concerned with the relationship of an

individual's characteristic behavior pattern (Super's self-image) to the individual's occupational choice. Sufficient data about the behavior patterns of individuals who are employed in specific occupations are seldom available for those who are faced with the task of guiding young adults into successful occupational choices.

This study was concerned with this lack of information as it relates to the post-secondary distributive education program which has as its ultimate goal the preparation of people for mid-level management positions in distributive occupations.

Thus the problem which provides the focus for this study is the lack of adequate data regarding: (1) the distinctive personality trait patterns of mid-level managers who are presently employed in three distributive occupations; (2) a measure of leadership attitudes of mid-level managers who are presently employed in three distributive occupations; (3) a measure of critical interpersonal values showing the manager's beliefs about the way to relate to other people; and (4) the relationship of personality characteristics to leader behavior and attitudes, and the relationship of certain interpersonal value dimensions to leader behavior and attitudes. It is this absence of empirical data that provides a situational problem which becomes the focal point for this investigation.

RELATED RESEARCH

Research which is related directly to this problem has been conducted by two groups of researchers - the vocational psychologists who have attempted to ascertain the factors that influence vocational development (and, therefore, occupational choices) and the management researchers who are interested in the unique characteristics of management level personnel.

In the last 30 years, a number of research studies have examined various aspects of vocational development and the factors underlying this development, as well as the unique characteristics necessary for successful managerial performance. It seems logical to combine the two theories in an attempt to ascertain whether or not the unique characteristics that underlie our vocational development and, therefore, our vocational choices, cause people with certain specific characteristics to gravitate towards similar managerial positions. However, as far as this researcher was able to ascertain, no studies have attempted to put these two concepts together in the specific context of vocational guidance for the post-secondary distributive education student enrolled in a mid-management program. None of the studies analyzed included all the factors related to this study.

In reviewing the literature it was obvious that much research has been done to discover the factors underlying

occupational choice and, in the process, attempt to identify the cause for individuals choosing specific careers.

Studies have also been done that attempt to determine what characteristics a successful leader possesses. However, it appears that one of the most neglected research areas is in identifying the characteristics which differentiate individuals in an occupation in one industry from individuals in another industry. The interactions and relationships between personality, interpersonal values and leadership, and the differences among these factors from one industry to another seem important enough for further study. This research study would add knowledge in the area, and have implications for the vocational guidance of students enrolled in post-secondary mid-management distributive education programs.

PURPOSE OF THE STUDY

The purpose of this study was to ascertain whether or not there is a distinctive set of personality traits, leadership attitudes and interpersonal values for mid-level managers. This study dealt with this question by analyzing three occupational categories.

More specifically, this study will attempt to answer the following questions:

1. What are the personality traits, leadership attitudes, and interpersonal values for mid-level managers in the food marketing industry?

2. What are the personality traits, leadership attitudes, and interpersonal values for mid-level managers in the retailing industry?
3. What are the personality traits, leadership attitudes, and interpersonal values for mid-level managers in the banking industry?
4. What is the relationship of personality traits and interpersonal values to the leadership attitudes of each of the three categories of mid-level managers?
5. To what extent are there differences in personality traits, leadership attitudes, and interpersonal values among the three occupational categories?

STATEMENT OF RESEARCH HYPOTHESES

The general research hypothesis for this study was that significant differences would exist among managers in the retail industry, the food marketing industry and the banking industry with regard to personality characteristics, interpersonal values and leadership attitudes.

In testing this research hypothesis, the following null hypotheses were utilized in statistically analyzing the responses of the three groups; tests were conducted at the .05 level of significance.

HO_1: There is no significant difference among managers in the retail industry, the food marketing industry and the banking industry with regard to personality characteristics

as measured by the four scales of the Gordon Personal Profile (a) Ascendancy (b) Responsibility (c) Emotional Stability (d) Sociability.

HO_2: There is no significant difference among managers in the retail industry, the food marketing industry and the banking industry with regard to interpersonal values as measured by the six scales of the Survey of Interpersonal Values (a) Support (b) Conformity (c) Recognition (d) Independence (e) Benevolence (f) Leadership.

HO_3: There is no significant difference among managers in the retail industry, the food marketing industry and the banking industry with regard to leadership attitudes as measured by the two scales of the Leadership Opinion Questionnaire (a) Consideration (b) Structure.

HO_4: There are no significant correlations considering leadership attitude with interpersonal values and personality characteristics within any of the three industry groups (a) banking (b) food marketing (c) retailing.

SOURCES OF DATA AND METHOD OF STUDY

This study used data collected from mid-level managers in the following occupational categories: banking, retailing, and food marketing. The data was collected from businesses in the greater Kansas City area.

Businesses in the Kansas City area were stratified according to the three occupational categories. Since it was impossible to determine the total population of mid-level managers in each of these occupational cateogires, the following sampling technique was used:

1. Three businesses within each occupational category were randomly selected. The businesses selected in each

category were large operations representative of their industry. In retailing, Sears, Macy's and Montgomery Ward were selected. In banking, United Missouri Bank, First National Bank and The Federal Reserve Bank were selected. In food marketing, A & P, Milgram and Safeway were selected.

2. The Vice-President in charge of personnel or the Personnel Manager was contacted to obtain permission to conduct the study. This individual was asked to supply the names of 20 mid-level managers in the company, which met the following criteria:
   a. Continuous employment with the company for a minimum of two years.
   b. Responsibility for the actions of first-level supervisors.
   c. Responsibilities as a "line" manager (as opposed to "staff" responsibilities).
3. Where possible, 20 individuals from each firm were randomly selected from all those who met the criteria. An attempt at selecting equal numbers from each firm was made. In this way the study was not biased by too many individuals being selected from one large firm.
4. Sixty subjects were chosen in the banking and food marketing industries but because of a limited number of potential subjects in the retail industry, equal numbers

of subjects could not be chosen from each firm (see Table 1). In the retail industry a fourth firm was necessary to provide the necessary number of subjects.

5. Each of the subjects were asked to complete a battery of three instruments. The three instruments were: The Leadership Opinion Questionnaire, The Survey of Interpersonal Values, and The Gordon Personal Profile. Each instrument is reliable and has been used in other studies with similar subjects.

Variables To Be Studied: The Leadership Opinion Questionnaire yields scores for two leadership dimensions, "Consideration" and "Initiating Structure."

The Gordon Survey of Interpersonal Values yields scores for six value dimensions. The six value dimensions are: (1) Support, (2) Conformity, (3) Recognition, (4) Independence, (5) Benevolence, and (6) Leadership.

The Gordon Personal Profile measures four personality characteristics which seem to intuitively relate to management personnel. The four measures are: (1) ascendancy - takes the lead; able to make important decisions, (2) responsibility - sees a job through, thorough, (3) emotional stability - calm and easy going, free from worry or care, (4) sociability - enjoys being with people.

Therefore, there are a total of 12 independent variables.

Leadership Attitude

1 - Consideration
2 - Initiating Structure

Interpersonal Values

3 - Support
4 - Conformity
5 - Recognition
6 - Independence
7 - Benevolence
8 - Leadership

Personality Characteristics

9 - Ascendency
10 - Responsibility
11 - Emotional Stability
12 - Sociability

Instrumentation: In investigating the many different instruments available to measure the three areas identified - personality traits, interpersonal values and leadership attitude - four criteria were taken into consideration.

1. The instruments had to measure traits, values and leadership attitudes meaningful to management level personnel.
2. The instruments had to be tested and used in studies with similar subjects.
3. The instruments had to be both valid and reliable in order for the data generated to be meaningful.
4. The time required to complete the tests, as a battery, could not exceed one hour.

The three tests chosen fulfilled the stated criteria and adequately measured the characteristics intended by the study.

Gordon Personal Profile This test was designed to measure four personality traits: (1) Ascendancy (A) "takes the lead in group discussions" "able to make important decisions without help," (2) Responsibility (R) "sees a job through despite difficulties" "thorough on any work undertaken," (3) Emotional Stability (E) "calm and easygoing in manner" "free from worry and care," and (4) Sociability (S) "enjoys having lots of people around" "a good mixer socially." (Gordon, 1960)

Reliability estimates based on several populations and computed by several standard methods are reported in the manual. Validities obtained in various employment and military settings are typically lower than those validities obtained when using college students. In addition to reporting the test's validity and reliability, the manual lists percentile norms for a variety of groups, including students, low and middle level employees, managers, salesmen, and foremen.

The extensive use with management and industrial groups, the published validity and reliability results, and four traits measured which seem particularly applicable to industry, and the fact that it takes 15-20 minutes to complete, qualified this instrument for use in this study.

Leadership Opinion Questionnaire This questionnaire consists of 40 items related to supervisory or managerial behavior. It is scored on two dimensions or factors: structure and consideration. Essentially, structure characterizes the extent to which a person likes to direct group activities and, in a sense, is directed toward getting out the work. Consideration reflects the extent to which a supervisor is human relations oriented. The basic use of the questionnaire is to ascertain an individual's leadership "style" in terms of the two dimensions. The two dimensions of supervisory behavior were identified in the well-known Ohio State leadership studies of the early 1960's, and were derived through factor analytic techniques. (Kirchner, 1972)

The reliability of the instrument is reported in the manual. Estimates computed by the split-half method for four groups, vary between .79 and .88 for the S scale and between .62 and .89 for the C scale. (Fleishman, 1969)

Several validity studies are cited. There is substantial evidence that consideration scores correlate with successful rating of supervisory performance in a variety of different activities. (Doppelt, 1972) It appears, therefore, that this questionnaire has validity in assessing leadership style or supervisory behavior.

Norms are available for several different groups. These include industrial and business organizations, educational institutions, hospitals and nursing schools, research

and development laboratories, military organizations, and various governmental institutions. (Fleishman, 1969) The second criteria is satisfied since the LOQ has been used in research studies dealing with subjects similar to those in this study.

Survey of Interpersonal Values This survey is a 30-item instrument using the forced choice format. Each item consists of a triad of statements, each of which presumably reflects some underlying value or motivational pattern affecting the respondent's interpersonal relationships. The respondent is required to select one of the statements within each triad as "most important" and one as "least important," thus rank ordering the three choices. (Gordon, 1963)

The SIV yields six scores or measured of interpersonal values: (1) Support, which involves being treated with understanding, encouragement, and kindness; (2) Conformity, or behaving in a socially correct or acceptable manner to others; (3) Recognition, being looked up to and admired and considered important; (4) Independence, or having the right to do whatever one wants to and in one's own way; (5) Benevoelnce, doing things for other people, sharing with others; and (6) Leadership, having authority or being in charge of other people. (Fleishman and Peters, 1962)

The potential uses of the SIV are realized when one sees the emphasis that Gordon places upon reporting the validity

of the scales. Many major and minor studies using the instrument are summarized. The total evidence from these studies lends support to Gordon's claims for application of the SIV in selection, vocational guidance, counseling and research. (Hemphill, 1972)

PROCEDURE FOR DATA ANALYSIS

The initial analysis involved the calculation of frequencies, percents, means and standard deviations for each of the twelve variables studied. This analysis was conducted by first taking the total number of responses as one intact group. Next, each occupational category was treated separately. And last, the analysis was completed for each individual firm. This analysis was accomplished by using the frequency subporgram included in the Statistical Package for the Social Sciences (SPSS).

Data collected relative to the null hypotheses HO_1, HO_2, and HO_3 were tested by using one way analysis of variance. The subprogram "analysis of variance" from the SPSS was utilized to accomplish this objective.

The purpose of the analysis of variance was to ascertain whether or not there were any significant differences between the mid-level managers in the banking, food marketing and retailing industries. It was also used to ascertain whether or not there were any significant differences between the managers of individual firms tested within each industry.

Analysis of variance was utilized to ascertain whether or not the overall differences among the means were statistically significant. To ascertain which differences contributed to the significance, two post hoc tests were used -- the Least Significant Difference procedure (LSD) and the Scheffe procedure. Both procedures were tested at both the .05 and .01 levels. These two procedures were also available as subprograms from the Statistical Package for the Social Sciences.

Data collected relative to the null hypothesis HO_4 were tested by first developing a correlation matrix to find the relationships between each of the twelve variables studied. By using the subprogram "Pearson Correlation" from the SPSS the correlation matrix was generated and the level of significance for each correlation was determined. This provided the information necessary to ascertain whether or not there were any significant relationships among the twelve different variables within any of the three industry groups.

RESULTS OF THE STUDY

The means and standard deviations of the test scores of the three occupational groups, banking, food

marketing and retailing mid-level managers are shown in Appendix A. In addition, Appendices B, C and D report the means and standard deviations for each firm participating in the study. Appendix E, an overall summary table, reveals where the significant differences occurred taking four different comparisons into consideration - comparison of three industries, comparison of banking firms, comparison of food marketing firms, and comparison of retailing firms.

Tables 15, 16 and 17 report correlation matrices which are concerned with the relationship between leadership attitude, interpersonal values and personality within each industry. The significant relationships and the level of significance are reported where appropriate.

TESTING THE HYPOTHESES

The first hypothesis (HO_1) of the study stated that:

> There is no significant difference among managers in the retail industry, the food marketing industry, and the banking industry with regard to personality characteristics as measured by the four scales of the Gordon Personal Profile (a) Ascendancy (b) Responsibility (c) Emotional Stability (d) Sociability.

In Table 2 is reported the results of the one-way analysis of variance, for the three occupational groups, on the first personality characteristic measured by the Gordon Personal Profile -- Ascendancy.

TABLE 2

One-way Analysis of Variance For
Three Occupational Groups
Personality Characteristic - Ascendancy

Source	df	Sum of Squares	Mean Square	F Ratio	F Prob.
Between Groups	2	14.4375	7.2188	.134	.598
Within Groups	147	7900.4375	53.7445		
Total	149	7914.8750			

The F ratio of .134 with 2 and 147 degrees of freedom led to an F probability of .598. This was not significant at the .05 level of significance. The mid-level managers in the banking industry had a mean score of 21.77 on the ascendancy scale of the Gordon Personal Profile, the food marketing mid-level managers scored 21.74 and the retailing mid-level managers scored 22.42. The .65 total difference between the highest and lowest mean scores does not represent a significant difference.

Therefore, $HO_1(a)$ was not rejected -- there was no significant difference among the three occupational groups on the personality characteristic of ascendancy.

In Table 3 is reported the results of the one-way analysis of variance, for the three occupational groups, on the second personality characteristic measured by the Gordon Personal Profile - Responsibility.

TABLE 3
One-way Analysis of Variance For
Three Occupational Groups
Personality Characteristic - Responsibility

Source	df	Sum of Squares	Mean Square	F Ratio	F Prob.
Between Groups	2	131.8125	65.9063	1.122	.329
Within Groups	147	8637.2500	58.7568		
Total	149	8769.0625			

The F ratio of 1.122 with 2 and 147 degrees of freedom led to an F probability of .329. This was not significant at the .05 level. The mid-level managers in the banking industry had a mean score of 26.56 on the responsibility scale of the Gordon Personal Profile. The food marketing mid-level managers scored 26.54 and the retailing mid-level managers scored 24.53. The 2.03 total difference between the highest and lowest

mean scores does not represent a significant difference. Therefore, $HO_1(b)$ was not rejected -- there was no significant difference among the three occupational groups on the personality characteristic of responsibility.

In Table 4 is reported the results of the one-way analysis of variance, for the three occupational groups, on the third personality characteristic measured by the Gordon Personal Profile -- emotional stability.

TABLE 4

One-way Analysis of Variance For
Three Occupational Groups
Personality Characteristic - Emotional Stability

Source	df	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	2	65.5625	32.7813	.579	.565
Within Groups	147	8329.1875	56.6611		
Total	149	8394.7500			

The F ratio of .579 with 2 and 147 degrees of freedom led to an F probability of .565. This was not significant at the .05 level of significance. The mid-level managers in the banking industry had a mean score of 24.81 on the emotional stability scale of the Gordon Personal Profile, the food marketing mid-level

managers scored 23.26 and the retailing mid-level managers scored 23.72. The 1.55 total difference between the highest and lowest mean scores does not represent a significant difference. Therefore, $HO_1(c)$ was not rejected -- there was no significant difference among the three occupational groups on the personality characteristic of emotional stability.

In Table 5 is reported the results of the one-way analysis of variance for the three occupational groups, on the fourth personality characteristic measured by the Gordon Personal Profile -- sociability.

TABLE 5
One-way Analysis of Variance For
Three Occupational Groups
Personality Characteristic - Sociability

Source	df	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	2	126.5977	63.2988	1.484	.229
Within Groups	147	6272.2031	42.6680		
Total	149	6398.8008			

The F ratio of 1.484 with 2 and 147 degrees of freedom led to an F probability of .229. This was not significant at the .05 level. The mid-level managers in

the banking industry had a mean score of 17.67 on the sociability scale of the Gordon Personal Profile, the food marketing mid-level managers scored 18.98 and the retailing mid-level managers scored 19.91. The 2.24 total difference between the highest and lowest mean scores does not represent a significant difference. Therefore, HO_1(d) was not rejected -- there was no significant difference among the three occupational groups on the personality characteristic of sociability.

The second hypothesis (HO_2) of the study stated that:

> There is no significant difference among managers in the retail industry, the food marketing industry and the banking industry with regard to interpersonal values as measured by the six scales of the Survey of Interpersonal Values (a)Support (b) Conformity (c)Recognition (d) Independence (e) Benevolence (f) Leadership.

In Table 6 is reported the results of the one-way analysis of variance, for the three occupational groups, on the first measure of interpersonal values -- support.

TABLE 6

One-way Analysis of Variance For Three Occupational Groups Interpersonal Values -- Support

Source	df	Sum of Squares	Mean Square	F Ratio	F Prob.
Between Groups	2	308.1641	154.0820	5.144	.007
Within Groups	147	4402.9336	29.9519		
Total	149	4711.0977			

The F ratio of 5.144 with 2 and 147 degrees of freedom led to an F probability of .007. This was a greater significance than the .05 level which was being tested. Therefore, $HO_2(a)$ was rejected -- there was a significant difference among the three occupational groups on the interpersonal value of support.

This finding led to further analysis. The question now was -- between which two groups was the difference significant. An LSD and Scheffé procedure were done at the .05 level of significance. These procedures showed that the significant difference was the result of the high mean score of the banking mid-level managers (15.1321) in comparison with the food marketing (11.7400) and retailing (12.8723) mid-level managers. The 3.39 difference between the mean scores of the banking and food marketing mid-level managers represents a significant difference as shown in Table 6.

In Table 7 is reported the results of the one-way analysis of variance, for the three occupational groups, on the second measure of interpersonal values - conformity.

The F ratio of 4.845 with 2 and 147 degrees of freedom led to an F probability of .009. This was a greater level of significance than the .05 level which was being tested. Therefore, $HO_2(b)$ was rejected -- there was a significant difference among the three occupational groups on the interpersonal value of conformity.

TABLE 7

One-way Analysis of Variance For
Three Occupational Groups
Interpersonal Values -- Conformity

Source	df	Sum of Squares	Mean Square	F Ratio	F Prob.
Between Groups	2	468.4570	234.2285	4.845	.009
Within Groups	147	7106.8867	48.3462		
Total	149	7575.3438			

This finding led to further analysis. An LSD and Scheffé procedure were done at the .05 level of significance. These procedures showed that the significant difference was the result of the low mean score of the banking mid-level managers (12.1698) and the high mean score of the food marketing mid-level managers (16.40). The 4.33 difference between the mean scores of the banking and food marketing mid-level managers represents a significant difference as shown in Table 7.

In Table 8 is reported the results of the one-way analysis of variance, for the three occupational groups, on the third measure of interpersonal values - recognition.

TABLE 8

One-way Analysis of Variance For
Three Occupational Groups
Interpersonal Values - Recognition

Source	df	Sum of Squares	Mean Square	F Ratio	F Prob.
Between Groups	2	227.3516	113.6758	4.146	.017
Within Groups	147	4030.7930	27.4203		
Total	149	4258.1445			

The F ratio of 4.146 with 2 and 147 degrees of freedom led to an F probability of .017. This was a greater level of significance than the .05 level which was being tested. Therefore, $HO_2(c)$ was rejected -- there was a significant difference among the three occupational groups on the interpersonal value of recognition.

The significant F probability led to further analysis to determine what caused the significant difference. An LSD and Scheffé procedure were done at the .05 level of significance. These procedures showed that the significant difference was the result of the low mean score of food marketing mid-level managers (9.74) and the high mean score of banking mid-level managers (12.6981). The

2.95 difference between the mean scores of the banking and food marketing mid-level managers represents a significant difference as shown in Table 8.

In Table 9 is reported the results of the one-way analysis of variance for the three occupational groups, on the fourth measure of interpersonal values -- independence.

TABLE 9
One-way Analysis of Variance For
Three Occupational Groups
Interpersonal Values - Independence

Source	df	Sum of Squares	Mean Square	F Ratio	F Prob.
Between Groups	2	235.3477	117.6738	2.414	.091
Within Groups	147	7167.1953	48.7564		
Total	149	7402.5430			

The F ratio of 2.414 with 2 and 147 degrees of freedom led to an F probability of .091. This was not significant at the .05 level of significance. The mid-level managers in the banking industry had a mean score of 16.00 on the independence scale of the Survey of Interpersonal Values, the food marketing mid-level managers scored 12.98 and the retailing mid-level managers

scored 14.68. The 3.02 total difference between the mean scores of the banking and food marketing mid-level managers does not represent a significant difference. Therefore, $HO_2(d)$ was not rejected -- there was no significant difference among the three occupational groups on the interpersonal value of independence.

In Table 10 is reported the results of the one-way analysis of variance, for the three occupational groups, on the fifth measure of interpersonal values -- benevolence.

TABLE 10

One-way Analysis of Variance For
Three Occupational Groups
Interpersonal Values - Benevolence

Source	df	Sum of Squares	Mean Square	F Ratio	F Prob.
Between Groups	2	128.9297	64.4648	1.654	.193
Within Groups	147	5728.1445	38.9670		
Total	149	5857.0742			

The F ratio of 1.654 with 2 and 147 degrees of freedom led to an F probability of .193. This was not significant at the .05 level of significance. The mid-level managers in the banking industry had a mean score of 10.73 on the benevolence scale of the Survey

of Interpersonal Values, the food marketing mid-level managers scored 12.96 and the retailing mid-level managers scored 12.04. The 2.23 total difference between the mean scores of the banking and food marketing mid-level managers does not represent a significant difference. Therefore, $HO_2(e)$ was not rejected -- there was no significant difference among the three occupational groups on the interpersonal value of benevolence.

In Table 11 is reported the results of the one-way analysis of variance, for the three occupational groups, on the sixth measure of interpersonal values -- leadership.

TABLE 11

One-way Analysis of Variance For Three Occupational Groups Interpersonal Values - Leadership

Source	df	Sum of Squares	Mean Square	F Ratio	F Prob.
Between Groups	2	88.6094	44.3047	.641	.533
Within Groups	147	10167.2227	69.1648		
Total	149	10255.8320			

The F ratio of .641 with 2 and 147 degrees of freedom led to an F probability of .533. This was not significant at the .05 level of significance. The mid-level managers in the banking industry had a mean score of 19.84 on the leadership scale of the Survey of Interpersonal Values, the food marketing mid-level managers scored 20.58 and the retailing mid-level managers scored 18.68. The 1.90 total difference between the highest and lowest mean scores does not represent a significant difference. Therefore, $HO_2(f)$ was not rejected -- there was no significant difference among the three occupational groups on the interpersonal value of leadership.

The third hypothesis (HO_3) of the study stated that:

> There is no significant difference among managers in the retail industry, the food marketing industry and the banking industry with regard to leadership attitudes as measured by the two scales of the Leadership Opinion Questionnaire (a) Consideration (b) Structure.

In Table 12 is reported the results of the one-way analysis of variance, for the three occupational groups, on the first leadership attitude measured by the Leadership Opinion Questionnaire -- consideration.

TABLE 12

One-way Analysis of Variance For
Three Occupational Groups
Leadership Attitude - Consideration

Source	df	Sum of Squares	Mean Square	F Ratio	F Prob.
Between Groups	2	1204.3750	602.1875	8.031	.001
Within Groups	147	11022.5625	74.9834		
Total	149	12226.9375			

The F ratio of 8.031 with 2 and 147 degrees of freedom led to an F probability of .001. This F probability far exceeded the level at which the hypothesis was being tested. Therefore, $HO_3(a)$ was rejected -- there was a significant difference among the three occupational groups on the leadership attitude of consideration.

The significant F probability led to further analysis. An LSD and Scheffé procedure were done at the .05 level of significance. These procedures showed that the significant difference was the result of the high mean score of the banking mid-level managers (54.00) in comparison with the food marketing (48.10) and retailing (48.0425) mid-level managers.

In Table 13 is reported the results of the one-way analysis of variance, for the three occupational groups, on the second leadership attitude measured by the Leadership Opinion Questionnaire -- structure.

TABLE 13

One-way Analysis of Variance For
Three Occupational Groups
Leadership Attitude - Structure

Source	df	Sum of Squares	Mean Square	F Ratio	F Prob.
Between Groups	2	1167.8750	583.9375	6.587	.002
Within Groups	147	13031.5625	88.6501		
Total	149	14199.4375			

The F ratio of 6.587 with 2 and 147 degrees of freedom led to an F probability of .002. This F probability far exceeded the level at which the hypothesis was being tested. Therefore, $HO_3(b)$ was rejected -- there was a significant difference among the three occupational groups on the leadership attitude of initiating structure.

This finding also led to further analysis. An LSD and Scheffé procedure were done at the .05 level of significance. These procedures showed that the significant

difference was the result of the high mean score of the food marketing mid-level managers (54.68) in comparison with the banking (48.1321) and retailing (49.8936) mid-level managers.

The purpose of hypotheses HO_1, HO_2 and HO_3 was to ascertain whether or not there is a distinctive set of personality traits, interpersonal values and leadership attitudes for mid-level managers in the banking industry, in the food marketing industry and in the retailing industry. Of the twelve variables tested by hypotheses HO_1, HO_2 and HO_3 five showed significant differences at the .05 level. Those that proved to be significant were $HO_2(a)$, $HO_2(b)$, $HO_2(c)$, $HO_3(a)$ and $HO_3(b)$. Table 14 summarizes these findings.

The fourth hypothesis (HO_4) of the study stated that:

> There are no significant correlations considering leadership attitude with interpersonal values and personality characteristics within any of the three industry groups (a) banking (b) food marketing and (c) retailing.

Table 15 is a correlation matrix for the responses of the banking industry mid-level managers. The table presents correlations between the two dimensions of the Leadership Opinion Questionnaire (LOQ) and the six scales of the Survey of Interpersonal Values (SIV) and the four scales of the Gordon Personal Profile (GPP).

TABLE 14

F Probabilities For
Twelve Tested Variables In
Three Occupational Groups

Hypothesis	Variable Tested	F Probability
HO_1(a)	Ascendancy	.598
(b)	Responsibility	.329
(c)	Emotional Stability	.565
(d)	Sociability	.229
HO_2(a)	Support	.007*
(b)	Conformity	.009*
(c)	Recognition	.017*
(d)	Independence	.091
(e)	Benevolence	.193
(f)	Leadership	.533
HO_3(a)	Consideration	.001*
(b)	Structure	.002*

*Significant at .05 level

TABLE 15

Correlation Matrix For
Banking Industry
LOQ with SIV and GPP

		LOQ			
		Consideration		Structure	
SIV	Support	-.1430	S=.154	.0076	S=.478
	Conformity	.0882	S=.265	.3451	S=.006*
	Recognition	.1301	S=.177	.0598	S=.335
	Independence	-.2458	S=.038*	.2218	S=.055
	Benevolence	-.0056	S=.484	.1922	S=.084
	Leadership	.0887	S=.264	.0885	S=.264
GPP	Ascendancy	.3121	S=.011*	.2175	S=.059
	Responsibility	.2214	S=.056	.2041	S=.071
	Emotional Stability	.2273	S=.051	.1309	S=.175
	Sociability	.3043	S=.013*	.3093	S=.012*

*Significant at .05 level

Of the twenty correlations presented in Table 15 five were significant at or beyond the .05 level. Three were significantly correlated with consideration -- they were Independence, Ascendancy and Sociability. Two variables were significantly correlated with structure -- they were Conformity and Sociability. Therefore, $HO_4(a)$ was rejected -- there were significant correlations within the banking industry when considering leadership attitude with interpersonal values and personality characteristics.

Table 16 is a correlation matrix for the responses of the food marketing industry mid-level managers. The table presents correlations between the two dimensions of the Leadership Opinion Questionnaire (LOQ) and the six scales of the Survey of Interpersonal Values (SIV) and the four scales of the Gordon Personal Profile (GPP).

Of the twenty correlations presented in Table 16 three were significant at the .05 level. All three were negatively correlated with the structure dimension of the LOQ. The three variables correlated with structure were Support, Benevolence and Sociability. There were no significant correlations with the consideration dimension. Therefore, $HO_4(b)$ was rejected -- there were significant correlations within the food marketing industry when considering leadership attitude with interpersonal values and personality characteristics.

TABLE 16

Correlation Matrix For
Food Marketing Industry
LOQ with SIV and GPP

		LOQ			
		Consideration		Structure	
SIV	Support	.1111	S=.221	-.2661	S=.031*
	Conformity	.0948	S=.256	.1655	S=.125
	Recognition	.0743	S=.304	.0643	S=.329
	Independence	.0087	S=.476	.1252	S=.193
	Benevolence	-.1316	S=.181	-.3098	S=.014*
	Leadership	-.0689	S=.317	.0115	S=.469
GPP	Ascendancy	-.1449	S=.158	-.2026	S=.079
	Responsibility	.1443	S=.159	.0917	S=.263
	Emotional Stability	.1158	S=.212	-.0189	S=.448
	Sociability	-.1816	S=.103	-.2361	S=.049*

*Significant at the .05 level

TABLE 17

Correlation Matrix For
Retailing Industry
LOQ with SIV and GPP

		LOQ			
		Consideration		Structure	
SIV	Support	-.1773	S=.117	.0480	S=.374
	Conformity	-.2013	S=.087	.0473	S=.376
	Recognition	-.2342	S=.057	.1467	S=.163
	Independence	-.0229	S=.439	.0698	S=.321
	Benevolence	-.0648	S=.332	-.1648	S=.134
	Leadership	-.2593	S=.039*	.2796	S=.028*
GPP	Ascendancy	.1814	S=.111	.2604	S=.039*
	Responsibility	.2447	S=.049*	.2516	S=.044*
	Emotional Stability	.1133	S=.224	.2039	S=.085
	Sociability	.1354	S=.182	-.0187	S=.450

* Significant at the .05 level

Table 17 is a correlation matrix for the responses of the retailing industry mid-level managers. The table presents correlations between the two dimensions of the Leadership Opinion Questionnaire (LOQ) and the six scales of the Survey of Interpersonal Values (SIV) and the four scales of the Gordon Personal Profile (GPP).

Of the twenty correlations presented in Table 17 five were significant at the .05 level. Two were significantly correlated with consideration -- they were Leadership and Responsibility. Three were significantly correlated with structure -- they were Leadership, Ascendancy and Responsibility. Therefore, $HO_4(c)$ was rejected -- there were significant correlations within the retailing industry when considering leadership attitude with interpersonal values and personality characteristics.

The purpose of hypothesis HO_4 was to ascertain the relationship of personality characteristics and interpersonal values to the leadership attitudes of each of the three categories of mid-level managers. Of the twenty possible correlations in each industry, five were significant in the banking industry, three were significant in the food marketing industry and five were significant in the retail industry. Table 18 summarizes these findings.

TABLE 18

Correlations For
Three Occupational Groups
LOQ with SIV and GPP

		LOQ					
		Banking		Food Marketing		Retailing	
		C	S	C	S	C	S
SIV	Support	-	-	-	-.2661*	-	-
	Conformity	-	.3451*	-	-	-	-
	Independence	-.2458*	-	-	-	-	-
	Benevolence	-	-	-	-.3098*	-	-
	Leadership	-	-	-	-	-.2593*	.2796*
GPP	Ascendancy	.3121*	-	-	-	-	.2604*
	Responsibility	-	-	-	-	.2447*	.2516*
	Sociability	.3043*	.3093*	-	-.2361*	-	-

C = Consideration

S = Structure

* Significant at .05 level

SUMMARY, CONCLUSIONS, DISCUSSION, RECOMMENDATIONS AND PROBLEMS FOR FURTHER STUDY

Summary The purpose of this study was to ascertain whether or not there is a distinctive set of personality traits, interpersonal values and leadership attitudes for mid-level managers. The study dealt with this question by analyzing three occupational categories. The three occupational categories used for the purpose of this study were banking, food marketing and retailing. Three firms from banking and food marketing and four from retailing provided the mid-level managers who participated in the study. The banking firms were: The Federal Reserve Bank of Kansas City, The United Missouri Bank of Kansas City, and The First National Bank of Kansas City. The food marketing firms were: Milgram Food Stores, Safeway and A & P. The retailing firms were: Sears, Montgomery Ward, Macy's and Burstein-Applebee.

More specifically, the study attempted to answer the following questions:

1. What are the personality traits, interpersonal values and leadership attitudes of mid-level managers in the banking industry?

2. What are the personality traits, interpersonal values and leadership attitudes of mid-level managers in the food marketing industry?
3. What are the personality traits, interpersonal values and leadership attitudes of mid-level managers in the retailing industry?
4. What is the relationship of personality traits and interpersonal values to the leadership attitudes of each of the three categories of mid-level managers?
5. To what extent are there differences in personality traits, interpersonal values and leadership attitudes among mid-level managers in the three occupational categories?

Contact was made with the ten firms to request the names of mid-level managers who would participate in the study. Sixty names were provided in the banking and food marketing industry and sixty-five names in the retailing industry.

A package of three instruments (Leadership Opinion Questionnaire, Survey of Interpersonal Values, and Gordon Personal Profile) and a cover letter were delivered by the researcher to each firm. Of the 185 packages delivered,

150 or 81.1 percent, usable responses were returned. Banking provided 53 usable responses of the 60 distributed, or 88.3 percent; food marketing provided 50 usable responses of the 60 distributed, or 83.3 percent; and retailing provided 47 usable responses of the 60 distributed, or 78.3 percent.

The data collected for use in this study were coded, transferred to computer cards and analyzed with the assistance of the Statistical Package for the Social Sciences (SPSS). The SPSS Frequencies program, One-way Analysis of Variance program and the Pearson Product Correlation program were used in the analysis of the data.

Four hypotheses were developed for the research questions. The first three hypotheses (HO_1, HO_2, HO_3) were formulated to ascertain the existence of significant differences between the tested scores of the three occupational groups on the three instruments used. The Gordon Personal Profile was used to secure a measure of personality characteristics for testing hypothesis HO_1. The Survey of Interpersonal Values was used to secure a measure of interpersonal values to test hypothesis HO_2. The Leadership Opinion Questionnaire was used to secure a measure of leadership attitude for testing hypothesis

HO_3. The fourth hypothesis (HO_4) was formulated to ascertain whether or not any significant correlations existed considering leadership attitude with interpersonal values and personality within any of the three industry groups.

The analysis of variance procedure used to test hypothesis HO_1 revealed that there were no significant differences among the three occupational groups on any of the four tested personality characteristics (a) Ascendancy (b) Responsibility (c) Emotional Stability (d) Sociability. Therefore, $HO_1(a)$, $HO_1(b)$, $HO_1(c)$ and $HO_1(d)$ were not rejected.

The analysis of variance procedure used to test hypotheses $HO_2(a)$, $HO_2(b)$, $HO_2(c)$ revealed that there were significant differences among the three occupational groups on the interpersonal values of (a) Support (b) Conformity and (c) Recognition. Therefore, $HO_2(a)$, $HO_2(b)$ and $HO_2(c)$ were rejected.

The analysis of variance procedure used to test hypotheses $HO_2(d)$, $HO_2(e)$ and $HO_2(f)$ revealed that there were no significant differences among the three occupational groups on the interpersonal values of (d) Independence (e) Benevolence and (f) Leadership. Therefore, $HO_2(d)$, $HO_2(e)$ and $HO_2(f)$ were not rejected.

The analysis of variance procedure used to test hypothesis HO_3 revealed that there were significant differences among the three occupational groups on the two tested dimensions of leadership attitude (a) Consideration and (b) Structure. Therefore $HO_3(a)$ and $HO_3(b)$ were rejected.

The Pearson Product Correlation procedure used to test hypothesis HO_4 revealed that there were significant correlations among the variables of leadership attitude, interpersonal values and personality characteristics within all of the industry groups (a) banking (b) food marketing (c) retailing. Therefore, $HO_4(a)$, $HO_4(b)$ and $HO_4(c)$ were rejected.

CONCLUSIONS

To the extent that the data from the research procedures used in this study were valid and reliable, the following conclusions were drawn.

Based on the analysis of the mean scores of the three groups of managers on the Gordon Personal Profile it was found that there were no statistically significant differences among the scores of the mid-level managers. Therefore, it may be concluded that there is no difference among managers in the retail industry, the food marketing industry and the banking industry with regard to the

personality characteristics of Ascendancy, Responsibility, Emotional Stability and Sociability as measured by the Gordon Personal Profile.

The analysis of the mean scores of the three groups of managers on the Survey of Interpersonal Values revealed that three of the six measures of interpersonal values were significantly different. The three measures of interpersonal values which were significantly different were Support, Conformity and Recognition. Therefore, it may be concluded that there is a difference among managers in the retail industry, the food marketing industry and the banking industry with regard to the interpersonal values of Support, Conformity and Recognition, as measured by the Survey of Interpersonal Values.

Based on the analysis of the mean scores of the three groups of managers on the Leadership Opinion Questionnaire it was found that there were statistically significant differences among the scores of the managers on both measures of leadership attitude. Therefore, it may be concluded that there is a difference among managers in the retail industry, the food marketing industry and the banking industry with regard to the leadership attitudes of Consideration and Structure as measured by the Leadership Opinion Questionnaire.

Based on the analysis of the relationships among the mean scores of the three groups of managers on the

three instruments used in this study it was found that there were thirteen statistically significant correlations. In the banking industry Independence was negatively correlated, and Ascendancy and Sociability were positively correlated with Consideration. Conformity and Sociability were positively correlated with Structure. In the food marketing industry Support, Benevolence and Sociability were negatively correlated with Structure. In the retailing industry Leadership was negatively correlated and Responsibility was positively correlated with Consideration. Leadership, Ascendancy and Responsibility were positively correlated with Structure. Therefore, it may be concluded that a relationship, whether positive or negative, does exist between leadership attitude, interpersonal values and personality characteristics within the retailing, food marketing and banking industries.

A further analysis of the data revealed significantly different mean scores for the banking managers for some of the variables measured. This information provides a basic profile for the mid-level manager in banking. Therefore, it may be concluded that the mid-level manager in the banking industry is high on Consideration and low on Structure as measured by the Leadership Opinion Questionnaire and, Support and Recognition are highly important interpersonal values,

and Conformity is of low importance as measured by the Survey of Interpersonal Values.

The data also indicate significantly different mean scores for the food marketing managers for some of the variables measured. Therefore, it may be concluded that the mid-level manager in the food marketing industry is low on Consideration and high on Structure as measured by the Leadership Opinion Questionnaire. It may also be concluded that Support and Recognition are interpersonal values of low importance and Conformity is a highly important interpersonal value as measured by the Survey of Interpersonal Values.

The retailing mid-level managers also had significantly different mean scores for some of the variables measured. Therefore, it may be concluded that the mid-level manager in the retailing industry is low on Consideration and low on Structure as measured by the Leadership Opinion Questionnaire and Support is an interpersonal value of low importance as measured by the Survey of Interpersonal Values.

DISCUSSION

Based on the experience of the researcher in industry and the many personal interviews and discussions with others in industry, business instructors and graduate students prior to the completion of this study, it was

assumed that mid-level managers in the three industry groups would be significantly different in their personality characteristics, interpersonal values and leadership attitudes. There was a strong intuitive feeling by the researcher that typical social stereotypes would emerge for each industry. The analysis among the three groups indicated that there were some significant differences but not enough difference to be able to describe accurately a typical manager in each occupational group. This does not rule out the possibility that there are typical social stereotypes for each industry. More probably it means that this study was not sufficiently comprehensive to identify all the variables in which there are differences. The following discussion deals with the information that the researcher believes would describe, within the limitations of the study, the manager in each occupational category.

In comparing the Consideration and Structure scores for the three occupational groups the following information proved pertinent. The banking managers scored significantly higher on the Consideration dimension. The food marketing managers scored significantly higher on the Structure dimension. The retailing managers scored significantly low on both dimensions in comparison with the other two groups of managers.

structuring the task; the food marketing manager, who is highly concerned about goal attainment and structuring the task but much less concerned about people and their feelings; and the retail manager, who shows little concern for either structuring the task or being concerned about people. This supports the hypothesis that differences in leadership attitude exist among managers in different industries.

The means and standard deviations of the six interpersonal values scores obtained for the three groups of managers were presented in Chapter IV. Further analysis of this data showed that scores differed significantly on three of the interpersonal values measured. The three which differed significantly and which will be discussed here are: Support, Conformity and Recognition.

The banking managers scored significantly higher on Support and Recognition and significantly lower on Conformity than the other two groups of managers. The food marketing managers scored significantly higher on Conformity and significantly lower on Support and Recognition. The retailing managers scored significantly lower on Support. In addition to these tested differences others should be mentioned. The food marketing managers had a very low mean score in Independence, and, all managers scored high on the interpersonal value of

Leadership. When compared with norms of other groups of managers, a leadership score higher than all other scores on the SIV seemed to be consistent.

A high score in Support seems to describe an individual who is concerned about being treated with understanding and treating other similarly, receiving and giving encouragement and being treated with kindness and consideration. The banking managers scored high on this value, which is consistent with their high score in the leadership attitude of Consideration. Food marketing and retailing managers scored low on this value, which is consistent with their low Consideration scores.

A high score in Conformity describes an individual who is concerned about what is socially correct, following regulations closely, doing what is accepted and proper and being a conformist. The food marketing managers high mean score on this measure of interpersonal values is consistent with this group's high score on Structure. Therefore, this group can be described as being very task-oriented and expecting everyone subordinate to them to be equally as committed to goal accomplishment as they are.

A high score in Recognition describes a person who desires to be admired, to be considered important, to

attract favorable notice and achieve recognition. Although one would think this value dimension would describe all managers, only the banking managers scored at or above the norm when compared with other groups of managers. It is possible the banking managers saw themselves in a more accessible career ladder than the other two groups of managers, but without further research this is mere speculation.

A low score in Independence describes a person who feels; it is unimportant to have the right to do whatever one wants to do, it is unimportant to be free to make one's own decisions, and it is unimportant to be able to do things in one's own way. While the mean score of the food marketing managers was not low enough to be tested significant at the .05 level, it was far below the reported means of other groups of managers. Again this seems to support the highly structured, conformist environment of the food marketing managers.

From this discussion, it can be seen that on the basis of interpersonal values two "types" of individuals have emerged. The banker, who is very concerned about relationships with people which is shown by high Support and Recognition scores. The food marketing manager, who values conforming to the organizational needs without question and is not supportive of people. The retail

managers' mean scores on interpersonal values generally fell between the two extremes of the banking and food marketing managers. Therefore, it is difficult to describe this as a third "type" on the basis of values.

Personality characteristics as measured by the Gordon Personal Profile proved to be meaningless to this study. Not one personality characteristic was significantly different among the three groups. In addition, all mean scores for all three groups fell below the median scores, for other similar groups, as reported in the manual. For this reason, no further discussion of findings in this area will be presented here.

It should be mentioned that the Gordon Personal Profile may have found what is true about mid-level managers in general -- they share common personality characteristics across all industry lines. But since an analysis within industries indicated significant differences among the companies that participated in the study, this seems highly unlikely. Intuitively it is still this researcher's belief that differences exist across industry lines and that the reason for this not being detected by this study is that the Gordon Personal Profile is not a sufficiently precise measure of personality characteristics.

In addition to the information already discussed, this study was also concerned about the relationship between leadership attitude, interpersonal values and personality characteristics. The following information represents an analysis of the second part of this study.

In the banking industry, the largest association was between the interpersonal value of Conformity and the leadership attitude of Structure. Thus, banking managers who believe in more highly structured leadership tend to value Conformity to organizational rules and regulations. The personality characteristic of Sociability was equally correlated with both Consideration and Structure. Highly sociable people like to work and be with people; they are gregarious. Thus, banking managers value relationships with people even when they are concerned about task accomplishment. The only unexpected result is the negative correlation of -.2458 between Independence and Consideration. This seems to indicate that banking managers who are more Consideration oriented in their leadership styles tend not to value Independence highly in an interpersonal situation. Therefore, in general, it is safe to conclude that the correlations among the tested variables support the earlier description made of banking managers.

In the food marketing industry there were no significant correlations with the leadership attitude of Consideration. The three significant correlations that did exist were all negatively associated with Structure. Thus, food marketing managers who believe in more highly structured leadership tend not to value Support and Benevolence highly in an interpersonal situation. This supports the earlier findings about food marketing managers. Analysis of the data seems to indicate a tendency for food marketing managers to place less emphasis on treating people with understanding, kindness and consideration and to be unconcerned about sharing, helping others and being generous.

In the retailing industry there were significant correlations with both Consideration and Structure. While this information provides a basis for discussion, it is not enough information to be able to adequately describe the "type" of person who gravitates to and stays in the retailing field.

The negative correlation -.2593 between Leadership and Consideration seems to indicate that those managers who believe in more people oriented leadership are not highly concerned about being in charge of other people or being in a position of power. The positive correlation between Leadership and Structure shows the other side of

the relationship. This relationship seems to indicate that managers who are task and goal oriented desire to be in a position of power and in charge of other people. Both of these relationships seem to be consistent with expectations for management level personnel.

There was a strong association between the personality characteristics of Ascendancy and Responsibility and the leadership attitude of Structure. This indicates a logical relationship. The retailing manager who is concerned about goal accomplishment will take an active role in the group. He or she will also be assertive, willing to make independent decisions, willing to stick to a job and to be relied upon.

A description of the retailing manager is difficult because of low scores on both dimensions of leadership attitude. Low scores on both dimensions are usually indicative of an unconcerned style of management -- unconcerned about people and unconcerned about the accomplishment of tasks. But, without further research, it is difficult to come to any definite conclusions about retailing managers.

One of the purposes of this study was to gather information about mid-level management personnel so that vocational educators could counsel students more effectively. While this study is a step in the right direction, it

does not provide enough information to direct students toward specific industries based on the characteristics measured. At the most, it should be used as a basis for discussing an individual's satisfaction or dissatisfaction within an industry rather than dealing with success or failure on the job.

RECOMMENDATIONS

Based on the findings and conclusions of this study the following recommendations are offered:

1. That specific industries become aware of the "type" of person who gravitates to mid-level management positions within the industry and remains in employment there.
2. That information of this type be used by vocational educators to better counsel students toward industries and jobs with which they are compatible, therefore increasing the potential for job satisfaction.
3. That companies and educational institutions use information of this type to help explain and redirect job changing adults.
4. Descriptive information of this type should be determined for as many industries as is economically and physically feasible.

PROBLEMS FOR FURTHER STUDY

As the data were gathered, analyzed and reported in this study, several problems became apparent to this researcher. Recommendations for further research are as follows:

1. Would the outcome of the study have differed had a different instrument been selected to measure personality characteristics? Would a more definite "picture" of each group of managers have developed had one of the following instruments been used -- Life Orientations (LIFO), Management of Interpersonal Relations Personnel Description List, or the Strength Deployment Inventory, in place of the Gordon Personal Profile?
2. Would the selection of other industry groups have provided different results?
3. Would meaningful information be provided if the study was done with a different level of employee?
4. How would the tested results of vocational students, with declared majors in the same occupational areas, compare with the mid-level managers in the study?
5. Would meaningful information be provided if the study compared the tested results of managers in different size firms within each industry?

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APPENDIX A

NUMBER OF VALID RESPONSES, MEAN AND STANDARD DEVIATION OF THREE OCCUPATIONAL GROUPS ON TWELVE TESTED VARIABLES

APPENDIX A

NUMBER OF VALID RESPONSES, MEAN AND STANDARD DEVIATION OF THREE OCCUPATIONAL GROUPS ON TWELVE TESTED VARIABLES

Instr	Scale	Banking			Food Marketing			Retailing		
		N	Mean	S.D.	N	Mean	S.D.	N	Mean	S.D.
LOQ	Consideration	53	54.00	4.88	50	48.10	13.09	47	48.04	5.46
	Structure	53	48.13	7.03	50	54.68	12.64	47	49.89	7.55
SIV	Support	53	15.13	5.78	50	11.74	5.55	47	12.87	4.99
	Conformity	53	12.16	7.50	50	16.40	6.65	47	14.72	6.60
	Recognition	53	12.69	5.90	50	9.74	4.74	47	11.00	4.92
	Independence	53	16.00	6.93	50	12.98	6.82	47	14.68	7.19
	Benevolence	53	10.73	5.67	50	12.96	7.31	47	12.04	5.58
	Leadership	53	19.84	8.43	50	20.58	8.49	47	18.68	7.98
GPP	Ascendancy	53	21.77	7.09	50	21.74	8.23	47	22.42	6.53
	Responsibility	53	26.56	6.54	50	26.54	8.51	47	24.53	7.88
	Emotional Stability	53	24.81	7.39	50	23.26	8.02	47	23.72	7.11
	Sociability	53	17.67	6.43	50	18.98	7.16	47	19.91	5.91

APPENDIX B

BANKINC MID-LEVEL MANAGERS
NUMBER OF VALID RESPONSES
MEAN AND STANDARD DEVIATION OF
TWELVE TESTED VARIABLES

APPENDIX B

BANKING MID-LEVEL MANAGERS NUMBER OF VALID RESPONSES, MEAN AND STANDARD DEVIATION OF TWELVE TESTED VARIABLES

Instr	Scale	Federal Reserve Bank			United Missouri Bank			First National Bank		
		N	Mean	S.D.	N	Mean	S.D.	N	Mean	S.D.
LOQ	Consideration	19	55.73	4.80	20	54.50	5.05	14	50.92	3.33
	Structure	19	48.21	7.56	20	49.45	6.54	14	46.14	7.02
SIV	Support	19	15.15	5.11	20	14.05	5.91	14	16.64	6.49
	Conformity	19	13.10	7.78	20	11.70	7.18	14	11.57	7.98
	Recognition	19	13.42	5.79	20	13.35	5.55	14	10.78	6.50
	Independence	19	15.36	6.09	20	16.30	6.72	14	16.42	8.59
	Benevolence	19	11.21	5.19	20	9.00	6.10	14	12.57	5.31
	Leadership	19	21.57	7.52	20	21.05	8.51	14	15.78	8.69
GPP	Ascendancy	19	24.47	3.87	20	23.40	7.02	14	15.78	7.40
	Responsibility	19	26.52	3.82	20	27.85	7.17	14	24.78	8.36
	Emotional Stability	19	25.68	4.89	20	27.30	7.71	14	20.07	7.98
	Sociability	19	19.36	5.17	20	18.35	6.20	14	14.42	7.47

APPENDIX C

FOOD MARKETING MID-LEVEL MANAGERS
NUMBER OF VALID RESPONSES,
MEAN AND STANDARD DEVIATION OF
TWELVE TESTED VARIABLES

APPENDIX C

FOOD MARKETING MID-LEVEL MANAGERS NUMBER OF VALID RESPONSES, MEAN AND STANDARD DEVIATION OF TWELVE TESTED VARIABLES

Instr	Scale	Milgram			Safeway			A & P		
		N	Mean	S.D.	N	Mean	S.D.	N	Mean	S.D.
LOQ	Consideration	19	45.42	13.94	15	48.80	17.05	16	50.62	6.27
	Structure	19	55.84	14.30	15	50.93	15.65	16	56.81	5.24
SIV	Support	19	10.26	4.06	15	13.40	5.35	16	11.93	6.98
	Conformity	19	16.26	6.44	15	16.26	5.93	16	16.63	7.86
	Recognition	19	10.57	3.90	15	11.26	4.94	16	7.31	4.78
	Independence	19	14.15	8.04	15	14.40	5.19	16	10.25	6.14
	Benevolence	19	10.47	7.00	15	13.46	6.70	16	15.43	7.69
	Leadership	19	23.52	7.05	15	21.20	8.16	16	16.50	9.20
GPP	Ascendancy	19	23.63	7.23	15	21.80	9.05	16	19.43	8.46
	Responsibility	19	26.57	7.05	15	27.00	8.28	16	26.06	10.61
	Emotional Stability	19	24.21	7.38	15	23.66	7.86	16	21.75	9.14
	Sociability	19	20.57	7.00	15	18.93	6.80	16	17.12	7.64

APPENDIX D

RETAILING MID-LEVEL MANAGERS
NUMBER OF VALID RESPONSES,
MEAN AND STANDARD DEVIATION OF
TWELVE TESTED VARIABLES

APPENDIX D

RETAILING MID-LEVEL MANAGERS NUMBER OF VALID RESPONSES, MEAN AND STANDARD DEVIATION OF TWELVE TESTED VARIABLES

Instr	Scale	Sears			Montgomery Ward			Macy's			Burstein-Applebee		
		N	Mean	S.D.	N	Mean	S.D.	N	Mean	S.D.	N	Mean	S.D.
LOQ	Consideration	15	49.80	3.78	16	50.06	4.26	12	42.83	5.73	4	49.00	5.71
	Structure	15	51.06	6.27	16	50.18	4.83	12	44.33	8.09	4	61.00	6.16
SIV	Support	15	12.20	4.73	16	12.12	5.89	12	13.83	5.09	4	11.50	.57
	Conformity	15	12.80	6.36	16	14.62	7.34	12	14.66	5.44	4	22.50	1.73
	Recognition	15	10.40	4.71	16	11.56	6.07	12	11.50	4.29	4	9.50	2.88
	Independence	15	16.53	8.74	16	13.37	6.48	12	13.33	5.21	4	17.00	9.23
	Benevolence	15	11.13	5.97	16	12.31	6.00	12	12.83	5.30	4	12.00	4.61
	Leadership	15	20.66	8.13	16	19.12	8.79	12	16.00	6.50	4	17.50	8.66
GPP	Ascendancy	15	24.60	7.54	16	22.43	7.44	12	19.50	3.52	4	23.00	2.82
	Responsibility	15	26.20	7.61	16	27.00	8.14	12	17.41	2.77	4	29.75	6.07
	Emotional Stability	15	24.53	7.65	16	25.87	7.71	12	19.00	3.64	4	26.25	5.50
	Sociability	15	21.20	7.18	16	19.75	6.34	12	18.16	3.68	4	21.00	4.69

APPENDIX E

SIGNIFICANT DIFFERENCES FOR TWELVE TESTED VARIABLES TOTAL INDUSTRY COMPARISON AND INDIVIDUAL FIRM COMPARISON

APPENDIX E

SIGNIFICANT DIFFERENCES FOR
TWELVE TESTED VARIABLES

TOTAL INDUSTRY COMPARISON AND INDIVIDUAL FIRM COMPARISONS

Instr	Scale	Comparison of Three Industries	Banking Firm Comparisons	Food Marketing Firm Comparisons	Retail Firm Comparisons
LOQ	Consideration	*	*	-	*
	Structure	*	-	-	*
SIV	Support	*	-	-	-
	Conformity	*	-	-	-
	Recognition	*	-	*	-
	Independence	-	-	-	-
	Benevolence	-	-	-	-
	Leadership	-	-	*	-
GPP	Ascendancy	-	*	-	-
	Responsibility	-	-	-	*
	Emotional Stability	-	*	-	-
	Sociability	-	-	-	-